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Abstract

This study focused on the relationship between resource capacity and performance of local community organizations in Bureti Sub County. Organizational capacity has gained interest especially as it relates to performance of community organizations. Community organizations provide avenues for its members to improve their lives through their participation, however the potential contributions of these organizations to community development has been limited by low organizational capacity among these organizations to effectively deliver services and meet

their objectives. The aim of this study was to examine the influence of resources and skills on performance of local community organizations. The general systems theory guided this study. The study sample was drawn from local community based organizations registered in Bureti Sub County; stratified sampling was used to select community organizations from which 100 members from the sampled organizations were randomly selected and 5 technical officers. Data was collected through interview method with both open and close ended questions. Data was analyzed quantitatively and qualitatively, quantitative analysis used the Statistical Package for Social Sciences (SPSS) computer software to generate frequencies and percentages which were interpreted and discussed in line with the study objectives. Qualitative data were analyzed thematically to provide in-depth explanations. This current study found a significant and positive relationship between resource capacity and performance of community organizations, but found no strong relationship between skills capacity and performance. These findings suggest that improved resource capacity would lead to better performance of local organizations. Recommendations to practitioners and policy makers are that efforts should be directed at improving the overall organizational capacity of community organizations in order to raise their performance and the benefits to the members and the community. This study is expected to contribute to the body of knowledge on the relationship between organizational capacity and performance of community organizations.

1.0 Background to the Study

Community based organizations have been accepted worldwide as channels for community development and there has been significant growth in the number of these organizations especially in the developing world. These organizations are engaged in various development activities and there is increased interest in their capacity to effectively meet their mandate and drive community development. This is stressed by De Vita and Fleming (2001) pointing out that there has been a general interest among practitioners and scholars to link indicators of capacity to overall performance of community organizations. Further there is the need to measure performance of organizations beyond project performance, to focus on the overall functioning of an organization. This study assessed the relationship between

organizational capacity and performance among local community organizations in Bureti Sub County. Community Organizations are associations formed by of people or households resident in a local territory with the goal of achieving certain identified needs or issues of concern (Awortwi, 2012). While Lusthaus *et al.*, (2002) stated that an organization is made up of people working together toward a shared goal.

Organizational capacity is the ability of an organization to perform and meet its objectives. Which Ingraham (2003) referred to as 'the resources and conditions necessary to achieve effectiveness'. According to Eisinger (2002) capacity is measured by a set of organizational attributes that enable an organization to fulfil its mission; this therefore makes it a crucial aspect of any organization. Organizational capacity in the field of community

development has progressively gained interest; during the 1950s and 1960s the approaches were the technical assistance and development cooperation; resources and skills transferred from the west to developing countries. This shifted to acquisition of knowledge and skills to meeting development needs (Horton, 2003). Evaluation studies done in the 1990s however indicated many performances related weakness of the approaches adopted by many development agencies. This led to the introduction of approaches that support locally owned development strategies which strengthen partner capacities and increase beneficiary participation (Schmidt, 2006; Chaskin, 2001). The increased awareness and understanding of the importance of grassroots organizations and need to integrate them in development activities, led to adoption of community based perspectives that emphasize the bottom-up approaches to development. According to Brown and Kalegaonkar (1999) the new thinking focuses attention on building capacities for civil society organizations to enable expansion of their development impacts.

According to UNDP (2007) decentralization strategies now favoured in developing countries are linked to the bottom-up dynamics where local actors' capacity and resources are mobilized for collective action to achieve public good. This has led to governments increasingly taking community organizations as partners in service delivery especially in social services and community development (Horton, 2003). Further MDGs aimed at poverty eradication necessitates the incorporation of community based programs that alleviates extreme poverty and improves lives of community members (Helling *et al.*, 2005). According to World Bank (2008) the private sector, NGOs and CBOs are now increasingly asserting their importance as alternative economic vehicles that will spur development in Africa as they contribute 24% to the gross national income of Africa's economy (as cited in Mwaura & Ngugi, 2014).

There has been a remarkable growth in the number of community based organizations engaged in various activities aimed at reducing poverty and improving lives. According to the World Bank/Republic of Kenya Report (1996), there were an estimated 300,000 CBOs in rural Kenya. In Kenya the bottom-up approaches and according to RoK (2010) devolution entrenched in the new constitution have brought new governance structures which require participation of citizens at community level which is easily achieved through CBOs (Njuguna-Kinyua *et al.*, 2014).

Assessment of CBOs capacity in Kenya indicated low capacity across CBOs making them unable to run development programs (Odindo, 2009; Wafula

and Ndirangu, 2009). Further according to Leakey *et al.* (2007), organizational capacity is often an overlooked determinant of effective service delivery. In Kericho County there is an estimated 6000 community organizations registered as indicated in the Kericho County Development Profile (Republic of Kenya, 2013). However there has been limited documentation on the organizational capacity of these organizations and the effects on their performance. Yet they are expected to contribute towards community development. This therefore justifies the purpose of this current study.

Statement of the Problem

Community organizations are formed by members of community who come together to collectively address issues or problems of common concern. These organizations are considered channels for community development and organizational capacity is crucial for their effective performance. However, despite their role in community development, these organizations face challenges of low organizational capacity in terms of skills and resources, which affect their performance in service delivery. Further there have been few studies documenting the organizational capacity of local community organizations and the influence on performance.

Objective of the Study

To explore the effect of resource capacity on performance of local community organizations in Bureti Sub county.

LITERATURE REVIEW

Theoretical Framework

The General Systems Theory

The General Systems Theory by Ludwig von Bertalanffy (1962) has its basis from the biological organism view (Kast & Rosenzweig, 1987). The principles of the systems theory; are synergy, interdependence, interconnectedness, and organism view of a system. This perspective looks at organizations as made up of several interconnected subsystems that work together and interrelate for the common good of the whole; each sub system influencing other parts and the whole system. The theory models complex interrelationships between subsystems and the overall system dependence on the functions of the subsystems. Katz and Kahn (1978) argued that the study of organizations should take the system level as its conceptual starting point, but the actual measures be constructed from observations and reports of individual behaviours

and attitudes (as cited in Mwaura & Ngugi, 2014). This theory views an organization as a social system consisting of individuals who cooperate within a formal framework, drawing resources, people and finances to produce products.

The systems perspective demonstrates how the different variables of organizational capacity interact and determine the outcome or performance of an organization. Kuhn (1974) elaborates that systems need to be controlled as failure in one system leads to failure in other. An organization according to this view is a social system consisting of individuals who cooperate within a formal framework, drawing resources, people and finances to produce products (as cited in Mwaura and Ngugi, 2014). To illustrate this interrelatedness; technology use on the one hand is dependent on the staff ability to utilize the skills and expertise in technology to achieve the objective and skill development on the other hand will depend on the availability of resources for training the staff. The systems theory is used in this current study to explain organizational capacity factors as the subsystems of the organization which includes its structure, resources (finance, membership and equipment) and skills (training, experiences, leadership); all working towards the achievement of an organization's objectives. The external environment that an organization operates in is continually interacting with it while trying to achieve its objectives and other needs; therefore, changes in the environment affect the organization. The external environment is the intervening variable which includes government policy directions, donor agencies and the local community the organization is based.

The major criticisms leveled against this theory are the tendency of its analogy which makes it abstract and mechanical; it also does not provide an explanation for the interpersonal relationships that exist in organizations and it does not focus on specific tasks in organizations but on generalization. However, the systems theory provides a general analytic framework for examining and understanding an organization and its operations, showing that outcomes at the collective organizational level emerge from actions and interactions from sub systems or units which make up the collective whole.

Influence of Resource Availability and Access on Performance

Resource capacity is important for an organization's performance, this includes both the tangible and intangible resources an organization possesses which enable it fulfill its objective; this is composed of the human, financial, and equipment. Horton *et al.* (2003) referred to as the critical resources

necessary for organizational goal achievement. Most local community organizations source of resources are membership contributions in the form of labour, material and finance, which is often inadequate to cover all planned activities, this therefore curtails performance and service delivery. Membership to an organization is therefore a resource. Narayan (2002) and Dreier (1996) pointed out that membership-based local organizations lacking sufficient resources may be effective in meeting survival needs of the members but may be constrained by limited resources and technical knowledge to do more, this is despite the huge responsibilities given to these organizations. Most local organizations the focus of this current study, with local membership have resource limitations which could affect their performance. This study sought to examine resource capacity and constraints among the local organizations and the effects on their performance.

Odindo (2009) and Narayan (2002) pointed out that the performance of CBOs is affected by limited resources and technical knowledge, as most local organizations struggle to access basic resources to implement their programs. This was further demonstrated by AMREF evaluation survey which attributed the prevailing high poverty levels among members of the community who make up the local community organizations to the inability of the organizations to sustain the necessary resources levels to meet their objectives (Wafula & Ndirangu, 2009). Majority of local community organizations depend heavily on its membership from which it draws its capacity; the skills, experience and cash or in kind contributions to run its activities. Local organizations being membership-based depend on the strength, commitment and capabilities of its members as the coming together generates resources for the organization. However according to Drier (1996) many grassroots organizations mainly composed of the poor, lacking sufficient resources to maintain staff, office equipment and often with little financial stability; are therefore not able to fund their operations from the members contributions only. According to Brown & Kalegaonka (1999), when constituents of civil society activities are relatively poor and powerless, opportunities for expanding the material base are limited. This would therefore limit the activities and performance of community organizations.

Richards and Roberts (1999) outlined that 'social capital is used to explain how relationships between individuals can provide access to resources that benefit both individuals and groups.' Participation in these social groupings is important for improving households' welfare which leads to assets building and acquisition. Community members depend on

these organizations to access resources to address households needs like school fees for children or other needs; by obtaining credit from their organizations or 'chamas'. These relations further bring together people who through their association and interaction in the groups contribute various resources towards organizational performance. This is as Shuttle (2006) posited that "social relations sustained by trust, common values, reciprocity and solidarity potentially triggers resources". This current study explored the availability of these crucial resources to local organizations and how this influenced their performance.

According to the Resource Based View of organizational capacity as the ability of an organization to obtain resources to fulfill its mission; organizational capacity is considered as a resource or input to production. From this perspective, if an organization does not have the necessary resources to meet its objectives then it lacks the capacity to perform effectively (Bryan, 2011). Local organizations may therefore not perform effectively as they have limited resources at their disposal. This supports the objective of the current study to explore importance of resources in contributing towards organizational capacity and effective performance of community organizations.

Local community organizations, the focus of the current study do not have staff and its human resource capacity is composed of the membership in terms of the size, members' commitment, motivation and participation in the activities of the group. The membership of an organization points out to the strength of its human resource capacity. Maruta (2010) stated that local organizations being membership-based are bound by the spirit of togetherness and shared interest in the success of the group. This shows that the organizational capacity of an organization depends heavily on its members, strength and participation. This was further supported by Mathews *et al.*, (2009) evaluation of CBOs performance in agricultural development

which showed that membership size significantly related to performance. This therefore suggests that more members in an organization or a strong membership; enables increased participation in activities and the membership's monetary contributions would be substantial to support group activities and performance.

Lusthaus *et al.*, (2002) posited that membership to an organization has privileges and benefits; real and anticipated which contribute towards organizational motivation among the members. Further since organizations are socially constructed, their success or failure is governed by the members' interactions. Members are motivated to remain in the group when organizational goals are achieved thereby contributing to organizational survival and performance. When members benefit from their group memberships, they are motivated to contribute towards the sustenance of their groups. This therefore suggests that regular attendance of meetings by members potentially generates funds and ideas for CBOs progress and performance. Membership to community organization is a form of social capital for the community as the members' capacity to engage in a number of activities which affect them is improved.

Conceptual Framework

The conceptual framework is a presentation illustrating the relationship between the variables of the study. It's a diagrammatic presentation showing the relationship between dependent and independent variables. It aims to explain relationship between variables and synthesizes the idea in a systematic way to provide direction. Performance of community organization is influenced by organizational capacity; performance is the dependent variable while independent variables are the skills, resources and organizational capacity. The environment that organizations exist in represents the intervening variable.

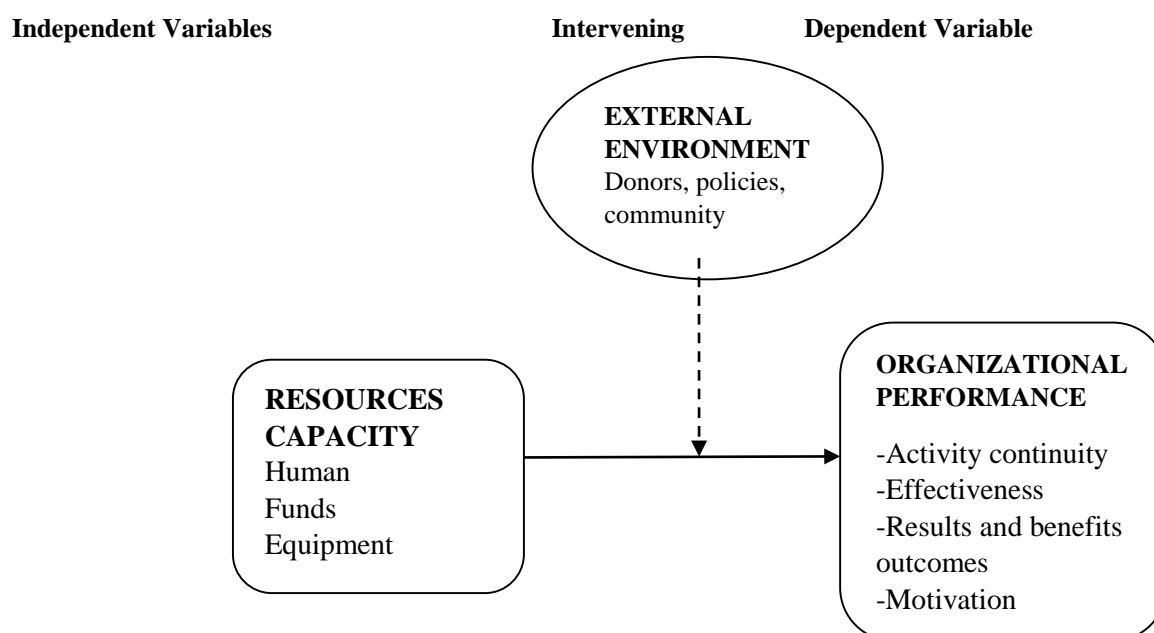


Figure 2.1. The Conceptual Framework showing the relationship between organizational capacity factors and performance of community organizations

In this current study resource, resource capacity was the independent variables, while organizational performance was the dependent variable. Resource capacity in this study was conceptualized to collectively include skills and resources required to implement activities and meet the objectives by an organization. The elements of capacity; resources and skills jointly contribute to organizational capacity and jointly influence the performance of an organization. Organizations operate in an environment which has a bearing on it referred to as the external environment; and the intervening variable. The intervening variable includes government policies which affect operations of community organizations, donor agencies and the community or location of the organization. There is feedback from performance achieved which goes back to the organizational capacity for further improvement on capacity. The feedback is also used as an evaluation and basis for decisions on future activities or programs and learning by an organization.

Research Design

This current study adopted the descriptive research design, as the study sought to examine the influence of organizational capacity on performance of community organizations.

Unit of Analysis

The unit of analysis for this study was community organizations, registered and operating in Bureti Sub County; members of the organizations were interviewed.

Population and Sampling Procedure

The population for study was all the registered community organizations in the study area between 2008 and 2014 which according to the Bureti Sub County, Department of Social Services and Development were 1026 organizations. The sampling frame was obtained from the registration registers. To improve the efficiency of a sample design, any available information on the population of study including its heterogeneity is considered (Bryman, 2008). From this it was found that the population had different types of organizations as per their registration. The types of organization were therefore used as basis for stratification.

Stratified sampling was used to select the sample of organizations for study. This method was appropriate due to the nature of the population; that is stratified according to the different types of organizations.

Sample size

The units of observation were members of the sampled organizations. The desired sample of 100 was about ten percent (10 %) of the population. The

sample size was achieved by computing the percentages of the strata. Sampling for the study was proportionate, calculated under the stratified Number of strata = 4: A = 429, B = 325, C = 126, D = 146

proportionate allocation (Iarossi, 2006). Simple random sampling was then used to select units for study from each stratum.

Desired sample: 100

Table 3.1: Showing Samples Drawn for the Study

Type of organization	number/ size per strata	percentage	sample size
Women groups (A)	429	41.8	42
Welfare organizations (B)	325	31.6	32
Youth groups (C)	126	12.2	12
Community Development Groups (D)	146	14.2	14

n=100

Data Collection Techniques

Primary and secondary data was collected for the study; primary data was through interviews and secondary data through literature search in the internet, academic journals, publications, and review of documents. This study used a semi-structured interview schedule with open and closed-ended questions were used to collect data from respondents. The choice of interview method was based on its relative flexibility in asking questions and ease of making clarifications as opposed to the questionnaire which is restrictive. The semi-structured interview was chosen for its advantage of providing flexibility and relatively uniform information from the respondents which would allow comparability of responses.

Pilot the Interview Schedule Questions

In order to assess suitability and clarity of the interview schedule questions, the tool was piloted with 5 randomly selected members of community who were members of community groups from Boito Location in Konoin, Bomet County. The choice of location of the pilot was based on its proximity to the study area as it was a border

location and also the area was part of Bureti before the administrative sub division was done; therefore the location had comparatively similar characteristics with the study area. The pilot was used to establish clarity of the data collection tool, whether the interview schedule was reliable and valid. After the pilot a few changes were made to improve the instrument based on the responses received.

RESULTS AND DISCUSSIONS

Results

In this section data was analyzed to address the study research questions. The results of the study findings are presented according to the research objectives

Characteristics of Respondents

The general information of the respondents' background was sought, focus was on the age of respondents, marital status, education level and the type, and year of inception of the community organization engaged in.

Gender of the respondents

The gender of the respondents who were interviewed is presented to show representation.

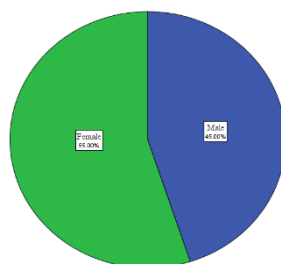


Figure 4.1 Gender of the respondents

As shown in Figure 4.1, majority of the respondents were females representing 55% while the males were 45%. Majority of the CBOs members interviewed were female, as opposed to males. This

agrees with the registration records from the Department of Gender and Social Development which showed that the number of Women Groups registered was higher than the other groups. The

study population was also found to have consisted of more women groups than the other types of groups. This showed that many females than males were engaged in or were members of various community groups.

Age Categories of Respondents

Majority of the individuals surveyed fell in the age bracket between 31 years and 40 years, representing

47.4% of the respondents. They were followed by those in the age bracket of between 41 years and 50 years who represented 28.9%. The younger age bracket of 18 years to 30 years represented 15.5% while those at 51 years and above represented 8.2% as shown below.

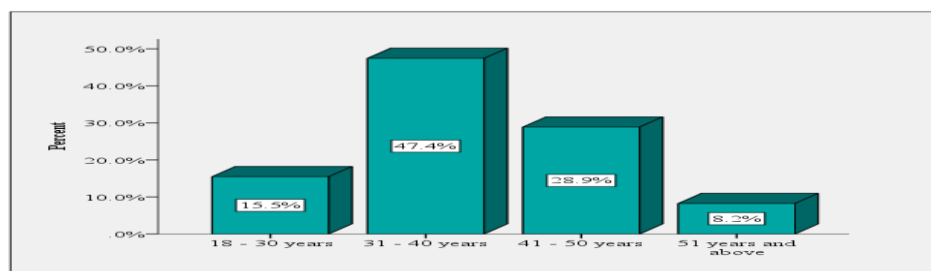


Figure 4.1: Age brackets of the Respondents

From the results majority of those surveyed were aged between 31 to 40 years at 47.4%, this bracket comprised people in the working age, with family and community responsibilities, thus mainly engaging in community organizations activities to improve their lives and families. The youthful population of age bracket 18 to 30 years were minimally engaged at about 15.5%, this is despite the presence of funds like Youth Fund and UWEZO which targeted the youth community groups. The youthful population was not generally engaged in community organizations.

Education levels of respondents

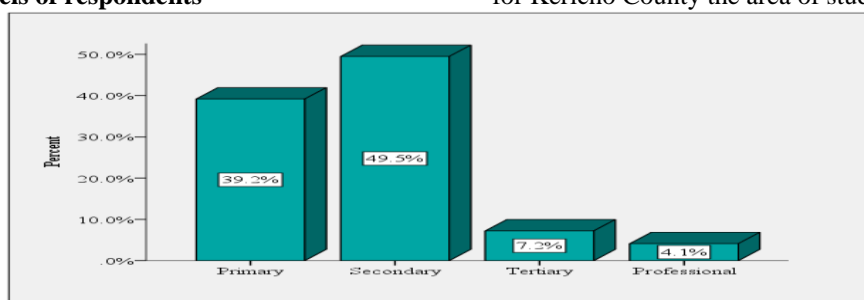


Figure 4.3. Education Levels of the Respondents

Respondents were asked to state the highest level of education attended. As shown in Figure 4.3, majority of the respondents at 49.5% attended at least secondary level of education. They were followed by about 39.2% of the respondents who had at least primary level of education. The respondents with tertiary level of education were only 7.2% while 4.1% were professionals. Majority of those interviewed interestingly had some basic literacy or education having attended at least primary level of education. This indicated a high level of literacy in the research area, which indicated the percentage of population with primary as 69.8% for Kericho County the area of study (RoK, 2013).

Types of Organizations

To know the type of organizations, respondents were asked to state the type of organization they were engaged in. As shown in Figure 4.4 the findings indicated that 62% of the organizations were Self Help, while 28% were welfare and only 10% were community development groups. Community development groups' organizations were the least at only 10% as they were mainly formed for specific

community projects and mostly externally funded to undertake specific projects in the community and which often wound up after project completion. Most of the organizations in the study area were self-help which are community groups formed by people with a felt need who come together toward achieving a common goal; mainly to improve their lives, families and by extension the community. This suggests that most of the organizations were formed

by members of community driven by needs or problems.

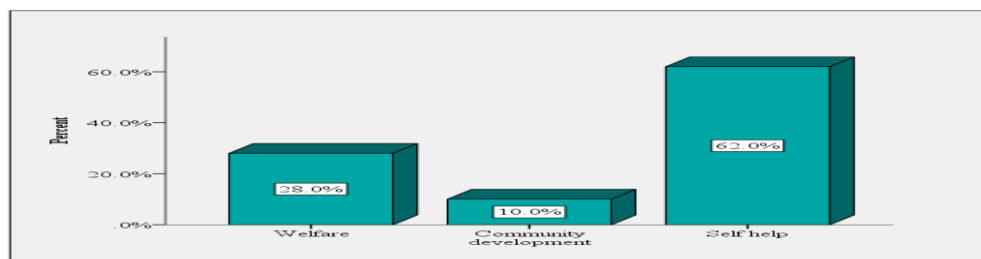
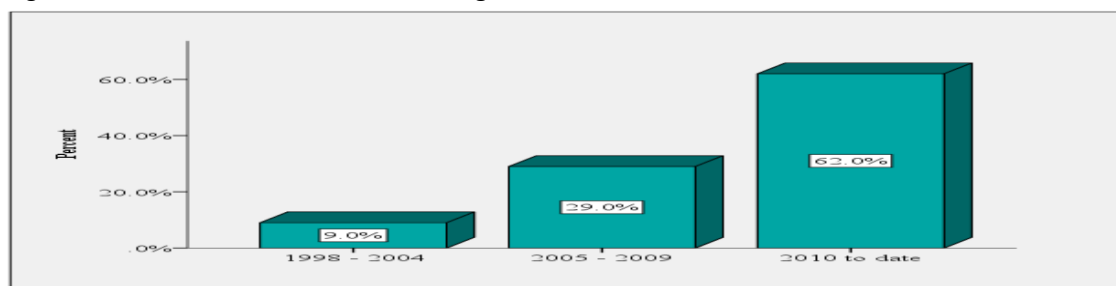


Figure 4.4: Types of Organization

It was further noted that the Department of Social Services which registers these organizations classified them into specific categories for registration: self-help, welfare, youth groups and community development groups. Supervision of the groups by the concerned technical departments was found to be very low, the groups got little advice on group dynamics, management of group affairs and activities. Technical officers stated that the supervision of the community groups and skills improvement was done mainly during the project cycle which stopped upon project completion leaving the groups without any technical support and supervision.

Year of Establishment

Figure 4.5: Year of Establishment of the Organizations



The acceptance of CBOs as drivers of community development is evident in their gradual increase in the community. Community groups' formation has been embraced and community members are encouraged to form groups to be eligible for funding e.g. Youth Fund, WEF and even microfinance institutions give loans to groups, as the group provides security or collaterals to secure loans as opposed to individuals. Interview with the Social development office revealed that many groups are formed with high expectations of quick and immediate benefit in funding; this explains the

The study sought to know the year of establishment of the organizations to show the trends in their growth. The findings in Figure 4.5 show that there was a steady increase in the number of community organizations being established over the years. Majority of the organizations, approximately 62.0%, were established between 2010 to the time of the study. About 29% of these organizations were established between the years 2005 and 2009. Only 9% of the organizations were established between the years 1998 and 2004. This supports the debate that the number of CBOs has been on the increase as they are favoured as drivers of community development.

upsurge of groups' registration during the introduction of WEF, Youth Empowerment Funds and other such programmes. Majority of such groups were however reported to die off when not funded as anticipated.

Formality of CBOs

To determine the level of formality of the organizations the respondents were asked if their organizations had a written mission statement. The responses were as follows:

Table 4.1 Responses on possession of Mission Statements by the organizations and Formality of Organizations

	Yes	No
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	Freq	Percent	Freq	Percent
Does your organization have a formal or written mission statement that guides its operations?	100	100.0	0	0.0
Is the current state of operations still in line with your mission statement?	92	92.0	8	8.0

n=100

The responses in Table 4.1 showed that all the organizations in the study had a mission statement which was referred to as the 'constitution'. It came out that it was a mandatory requirement for registration by the Department of Social Services for the groups to have the constitution; this explained its possession by all the groups interviewed. The constitution is a form of formalization as it acts as a binding and guiding document for the group members. However even though 92% of those interviewed claimed that their operations were still in line with their constitution, it came out that most of what was written in the constitutions was not strictly adhered to and the constitution was rarely referred to by the groups in their operations except on the rules of operations. Further there were some groups which had deviated in their operations and activities, from what was initially documented in the constitution; however this was not openly acknowledged. This was clearly stated by one respondent:

'Now we only do table banking to sustain the group as we failed to get funding for the group project of 'posho' mill and green house....' (Source: Female respondent, 2016)

Technical officers' interview further revealed that although all registered groups were formally registered with constitutions, most of them did not follow their mission statements, as some were formed solely to access funding as a source of quick money. It was pointed out that such groups would soon be dormant as they were not formed and driven by clear missions and goals. This explains the high number of dormant or dead registered groups.

Findings on the Influence of Resource Capacity on Performance of Community Organizations

The first study objective sought to explore the effects of resource capacity on the performance of community organizations in Bureti Sub County; and to answer the research question how resource capacity influences performance of community organizations. The study looked at the resources in terms of; funding, equipment and human; assessing their capacity and the influence on performance.

Sources of Funding

Respondents were asked to state the main sources of funding for their organizations and the responses were as indicated below.

Table 4.2: Sources of Funding for Community Organizations

	Frequency	Percent (%)
Member's contributions	94	94.0
Government department	3	3.0
Donor agencies	3	3.0

The findings in Figure 4.2 reveal that majority of the local organizations representing about 94% got their funding from the member's contributions. Only 3% get their funding from the government departments and another 3% from donor agencies. From the study it came out that funding of groups' activities was from members' contributions which was constraining to the members who more often had low and limited sources of income as one respondent remarked that: *'We get very little from casual work and farming and our group contributions are therefore very little, just enough to 'sungusha' among members we cannot do any projects we planned* (Source: Female respondent, 2016).

This clearly demonstrated that the low incomes among the members could limit their ability to contribute sufficiently to support group activities. This was confirmed by the technical officers that there were no funding agencies in the study area except for microfinance institutions and a few government funded projects in the past. This therefore meant that the majority of the organizations depended on funding from members contributions only.

Table 4.3: Responses on the Adequacy of funding

	Frequency	Percent (%)
Adequate	26	26.0

Inadequate	64	64.0
Very inadequate	10	10.0

n = 100

Majority of the respondents said that the funding level was inadequate for their organization's activities; this was claimed by 64% of the respondents and 26% said the funding was adequate, while only 10% said the funding was very inadequate. This showed that the money received in the groups was only able to meet the basic sustenance of the group with no hope of improvement or advancement.

It came out that in the study area there were no identified donor agencies which could provide funding to the local groups, except for the microfinance institutions. Most of the community groups were however skeptical about getting funds or loans from the microfinance agencies for fear of repayment defaulting due to their high interests. The challenge of funds inadequacy cited by most of the members of the groups interviewed, indicated that the performance of the organizations was hindered as they were unable to perform and meet all their desired goals. The funding status therefore limits groups full potentials and by extension members benefits. These funding limitations evidently forced most groups to operate at minimal levels of subsistence.

Interview of technical officers showed that most organizations faced funding challenges as they mainly depended on members' contributions. The few groups which accessed funds were limited to specific community development projects which upon project completion, were usually unable to operate, however a few changed their operations and activities to be able to survive. The level of resource availability among the organizations was pointed as high for those groups which got loans from microfinance institutions, but however many respondents cited the fear of taking loans. Many of the groups resource capacity was low especially those which were initially funded like the NACC funded groups, when funding ended most groups operations was affected or stopped. The low or limited funding led to limitations in group's activities and growth, as the groups were unable to engage in tangible IGAs to maintain their groups or improve their lives.

Interview of technical officers indicated that resource capacity among community organization generally as moderate. It was pointed out that the

majority of the groups depended on members' contributions only. It was pointed out that most groups' funding was generally low and was not sufficient to meet their objectives and this therefore limited the organization's operations and activities. Further there were no funding agencies in the study area Kericho except for microfinance institutions. To further qualify the adequacy of funding among the groups, respondents were asked to give reasons for their ratings; their responses were as indicated in the table 4.4.

The reasons given out on adequacy of funding by the respondents varied from ratings of very adequate to very inadequate. The respondents stated satisfaction in terms of what the funds was able to do for the group members especially on meeting basic needs like school fees, soft loans, and household improvements among others. Those who felt that funding was inadequate pointed that whatever was contributed was too little to enable any meaningful benefits to the group. As the results in Table 4.3 showed, majority of the respondents rated their group's funds as inadequate at 64%. This suggests that most groups' performance was affected by funding inadequacy. The low or limited funding led to limitations in group's activities and growth, as the groups were unable to engage in tangible IGAs to maintain or improve their group performance.

Technical officer's interview pointed out that resource levels among the groups ranged generally from medium to low. The funded groups received funds during project cycle which ended on completion leaving the groups to turn to members for contributions, and this greatly affected their operations. It was pointed out generally that there had been no external funding of groups in the recent past in the study area, even by NACC, Youth Fund and other agencies which previously had been the main funding agencies for community groups. Most surviving groups were therefore entirely dependent on own internal resources to keep their organizations going.

Resource capacity in terms of equipment

To determine resource capacity of the CBOs in terms of equipment, the respondents were asked if their organizations had the listed equipment.

Table 4.4 Distribution of responses on possession of office equipment by organizations

	Yes		No	
	Freq	Percent	Freq	Percent
Does your organization have an office?	11	11.0	89	89.0

Does your organization have furniture?	12	12.0	88	88.0
Does your organization have a computer?	3	3.0	97	97.0
Does your organization have a phone?	46	46.0	54	54.0

As shown in Table 4.5 majority of the organizations do not have offices, furniture, computers and telephones. When it comes to computers, only 3% of the organizations claim to have them while 97% did not have. Only 11% of these organizations had offices while 89% did not. A significant number of these organizations representing 46% said they had telephones. However from discussions majority of the groups used the mobile telephones of the chairman and other officials of the group. This was effective and served the groups though some respondents felt that an organization should have its telephone separated from the individual officials.

There was acute lack of most office equipment by most groups; 97% were without computers, which limit their ability to access vital information on the internet like funding opportunities. They also missed out on opportunities for proposal writing toward funding their operations. Most of the groups when in need of making correspondences or writing proposals depended on commercial bureaus at a fee since they had no computers. Considering financial constraints faced by most of these local organizations, proposal writing being the least of priority, most groups therefore missed out on accessing available funding opportunities through proposal writing through the internet.

Among the equipment the study inquired about were offices and furniture for the groups. The responses showed that 89% of the groups did not have offices and furniture at 88%. But a significant number of them felt they did not need either office or furniture, pointing out that they met in members' houses or schools and felt that was adequate for their operational needs. It is worth to note that most organizations being local used resources at their disposal to achieve their goals. Even though from the findings there was acute shortage of equipment, most groups used ingenuity and utilized available resources at their disposal; meeting at members homes or schools. It is apparent that most of the local organizations are informal groups operating at the simplistic local levels to meet the members' needs without a great deal of formalization to require most of the office equipment.

Interview of technical officers indicated that resource capacity among community organizations as generally moderate. This was qualified by pointing out that majority of the groups depended on members' contributions as their only source of resources. Furthermore, it was pointed that most groups' funding was generally low; members'

contributions not being sufficient to meet their objectives and this therefore limited the organization's ability to engage in tangible activities that could generate incomes.

Finally, resource in terms of human capacity was assessed in this study in terms of community group membership strength. The members' participation and commitment to the activities of the organization was considered. The strength of membership was viewed in terms of the numbers and ability of the community organizations to retain most if not all its members and maintain their participation in the activities of the group. Most of the groups assessed indicated high membership retention and this was further supported by the existence of the organizations and the continued activity level or performance. This capacity was however indicated by respondents to be facing challenges from non compliant members who default to pay their contributions or loans. Such a situation threatened the membership and the very existence of the group. Technical officers further supported this adding that in addition to loan defaulters, many community groups faced membership challenges in terms of non attendance of group meetings, misuse of funds, unresolved conflicts in the group, poor management and leadership. Some groups were reported to have been formed without clear missions among the members while others have members who do not reside in the locality therefore affecting their participation like in attending meetings which is crucial for the survival of the group. All these factors threaten the existence and by extension the performance of community organizations.

From technical officer's responses on whether resources influenced performance of community organizations, there was a general agreement that capacity had some influence on performance. Funding was noted to be an important input and requirement for groups to engage in activities that generate income to support the group and improve the welfare of the members and motivate them to continue with their membership. Funds limitation was therefore pointed as influencing activity level of the organizations. Resources in terms of funds availability among local organizations limits or facilitates its performance. The respondents pointed out that resource limitation influenced their performance. Groups could not satisfactorily perform and undertake their activities when funds were unavailable or limited.

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Summary of the Results

This study asserted that organizational capacity, resources and skills influence the performance of local community organizations. From this study the findings, resource capacity was found to influence performance; resource capacity in terms of membership, finance and equipment were found to have an influence on the performance of local organizations. The organizations with high resource capacity in terms of membership experienced high performance as the members contributed finances and also participated in the group's activities thereby contributing towards performance and continuity of their group existence. Leadership's ability to inspire members' commitment and maintain their motivation to remain and support their organization's activities was evident.

Organizational capacity was found to be generally high among the organizations studied and this was found to influence performance of organizations. Members' ratings on their organizations capacities ranged from moderate to high; with the majority indicating satisfaction with levels of performance. The findings generally answered and supported the hypothesis that organizational capacity factors positively influenced the performance of local community organizations.

Conclusions

Theoretical Conclusions

This study was grounded on the general systems theoretical orientation; the systems approach guided the study. The findings from this study therefore are in line with the systems' perspective and confirm the interdependence and synergy between units of an organization for the good of the whole. In support of the systems theory which was used to explain the contributions of the members of the community organizations to performance. This theory posits that goals are the aim of all action, so individual action is driven by goals; individual member's goals and needs drive the motivation to join and participate in community organizations.

Empirical Conclusions

The objective of the study sought to explore the effects of resource capacity of community organizations on performance. The findings showed low levels of resources in terms of funds and equipment which evidently affected performance negatively. The findings therefore supported the

objective that resources influenced the performance of local community organizations.

In light of this study findings and observations, it can be concluded that resource capacity factors like funds, membership and equipment contributed to the performance of local community organizations in Bureti. The findings reported in this study have reinforced the argument that resource capacity has a significant influence on the performance of community organizations. However this study also indicated that this relationship is premised on some background variables including; resource availability and the environment the organization is operating in. To boost the performance of community organizations therefore, the overall organizational capacity of the organizations should be enhanced.

Recommendations

Recommendations for policy

This study found that resource capacity significantly influenced performance of local community organizations. According to this study finding most organizations cited funding as a challenge, so efforts should be directed at improving the resource base of local organizations. Government policies on community organizations should be focused on availing funding opportunities or grants to the grassroots to benefit local organizations which have been formed and which are out of reach of most funding agencies. This study recommends that the Department of Social Services which registers all community groups and other agencies should offer professional and accessible services in conflict resolution and monitoring of these community groups to strengthen them.

Suggested areas for future research

The current study used only one method of data collection; interviewing, however inclusion of focus group discussions could enrich the data collected and provide a richer and better explanation of the relationship of the variables. A study could be conducted with inclusion of FGDs as one of the methods of data collection.

This current study assessed all types of community groups engaged in varied activities and this made comparison of their performance difficult. It is recommended that a study based on similar community groups like those involved in microfinance and other funding agencies like WEF, UWEZO and SACCO. This would provide a basis for making comparisons of activities and performance.

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